RESEARCH PAPER

Cross-Sector Collaboration In Improving The Human Development Index (Hdi) In Tambrauw District

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ABSTRACT

Cross-sector collaboration is a crucial approach to improving the Human Development Index (HDI) in Tambrauw Regency, given that human development issues cannot be resolved sectorally. However, in practice, cross-sector collaboration has not been optimal, characterized by weak coordination between actors, limited participation, and the lack of a clear collaborative governance structure. This study aims to analyze cross-sector collaboration in improving the HDI in Tambrauw Regency from a cross-sector collaboration perspective. The study used a qualitative approach with a case study strategy. Data were collected through in-depth interviews, observation, and documentation, and analyzed interactively through the stages of data reduction, data presentation, and conclusion drawing. The results show that the initial conditions of collaboration include limited resources and the complexity of human development issues, but this has not been followed by a strong collaboration process. Interaction between actors is still limited to formal coordination and has not yet developed into integrated cooperation. The structure and governance of collaboration have not been clearly established, characterized by the absence of a permanent cross-sector forum or mechanism. Factors driving collaboration are still limited to government programs, while inhibiting factors include low trust, limited capacity, and minimal involvement of non-governmental actors. Collaboration outcomes have not shown a significant impact on increasing the Human Development Index (HDI), especially in the aspects of education, health, and decent living standards.

Keywords: *Collaboration, Cross-sectoral Collaboration; Development, Human Development Index*

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Introduction

Tambrauw Regency, as a region characterized by remote geography and limited access to basic services, still faces various challenges in efforts to improve its Human Development Index (HDI). Despite showing an upward trend in recent years, Tambrauw Regency's HDI remains low and lags behind the provincial and national averages.

The problems faced are not only related to limited infrastructure and resources, but also reflect suboptimal development governance. Development programs implemented by each sector tend to be fragmented, with varying plans and performance indicators. This situation leads to overlapping programs, wasted resources, and low policy effectiveness in improving the quality of life for the community.

On the other hand, the involvement of non-governmental actors in the development process remains very limited. Local governments remain the dominant actors, while communities, civil society organizations, and the private sector lack adequate space in the planning and policy implementation processes. As a result, development efforts do not fully reflect the real needs of local communities. Another emerging issue is the lack of a cross-sectoral coordination mechanism capable of systematically integrating various development programs. Existing collaboration forums remain formal and fail to provide effective dialogue to unify shared visions and goals. Overall, these various

issues show that the challenges faced in increasing the Human Development Index (HDI) in Tambrauw Regency do not only lie in technical aspects, but also in how cross-sectoral development actors are able to work together in an effective collaborative system.

In understanding the phenomenon of cross-sector collaboration in increasing the Human Development Index (HDI), this study uses a cross-sector approach.cross-sector collaborationproposed by Bryson, Crosby, and Stone (2006) as the main framework. This approach was chosen because it is able to explain how interactions between actors across sectors are formed and implemented in the context of complex public policy.

Human development challenges in Tambrauw Regency demonstrate that the sectoral approach currently employed has not been able to deliver optimal results. The low Human Development Index (HDI), despite improvements, reflects that policy interventions have not been fully integrated and have not addressed the complexity of issues on the ground. This situation indicates that the primary issue lies not only in limited resources but also in how development is managed.

Given these conditions, cross-sector collaboration is considered an appropriate approach, yet urgently needed. Collaboration allows for resource integration, policy alignment, and a more proportional division of roles among actors. However, collaboration cannot be effective without a thorough understanding of how the process works and the factors that influence it.

Methods

This research uses a qualitative approach with a case study strategy to deeply understand the dynamics of cross-sector collaboration in improving the Human Development Index in Tambrauw Regency. Informants in this study were selected purposively, namely based on the consideration that they have knowledge, experience, and direct involvement in cross-sector collaboration practices and human development in Tambrauw Regency. In addition, the techniquesnowballsamplingThis method was used to reach additional informants deemed relevant based on recommendations from previous informants. Research informants consisted of local government elements (relevant OPDs), non-governmental organizations, community and traditional leaders, and other parties involved in efforts to improve the HDI. The focus of this research refers to the approach.cross-sector collaborationproposed by Bryson et al. (2006), which includes five main dimensions: initial conditions, collaboration processes, structure and governance, driving and inhibiting factors, outcomes, and accountability. Data collection was conducted through three main techniques: in-depth interviews, observation, and documentation studies. Data analysis in this study used an interactive analysis model developed by Miles, Huberman, and Saldaña (2014), which includes three main stages: data condensation, data presentation, and conclusion drawing.

Results and Discussion

This research is related to cross-sector collaboration in improving the Human Development Index in Tambrauw Regency. The approach used in this research is the Cross-Sector Collaboration theory initiated by Bryson et al. (2006), which explains that cross-sector collaboration consists of five main elements, namely a) initial conditions (*initial conditions*), b) collaboration process, c) structure and governance (*structure and governance*), d) driving and inhibiting factors, and e) outcomes and accountability. These five elements will explain the reality of the Human Development Index research findings, which consist of a) Education, b) Health, and c) Decent Living Standards. The results of this study are compiled based on in-depth interviews, field observations, and supporting documents that describe the real conditions of the Human Development Index in Tambrauw Regency. The general findings of this study can be seen in the following data reduction results.

Initial Conditions. Based on the initial conditions, human development in Tambrauw Regency shows a complex condition. The demographic overview of Tambrauw Regency is shown in the following table.

Table 1. Population Data of Tambrauw

Year	Man	Woman	Total
2020	14670	13502	28172
2021	15092	13944	29036
2022	15480	14358	29838
2023	15851	14755	30606
2024	16213	15141	31354

Source: Data Processing Results, 2026

Demographically, Tambrauw Regency has the smallest population in West Papua. According to the Population Projection for June 2024, Tambrauw Regency had a population of 31,354, consisting of 16,213 males and 15,141 females.

a. Education

Based on field investigations, the initial state of cross-sector collaboration in education in Tambrauw Regency indicates that local government efforts are still fragmented and not yet integrated into a cross-sectoral collaboration system. This is evident in how each regional agency implements its own programs without clear coordination between sectors.

Findings from local government informants indicate that education programs have focused primarily on meeting basic needs, such as providing school facilities and placing teachers. However, these programs have not been integrated with other sectors directly related to education, such as health and the socioeconomic conditions of the community. As a result, various emerging educational issues cannot be addressed comprehensively.

One of the most visible issues is the uneven distribution of teachers. Local government informants acknowledged that certain areas still experience teacher shortages, particularly in hard-to-reach districts. Conversely, there are areas where teachers are relatively well-equipped. This disparity directly impacts the teaching and learning process, ultimately affecting the sustainability of children's education.

The involvement of non-governmental organizations is beginning to be seen, particularly UNICEF, which is involved with a literacy and numeracy strengthening program. NGO informants reported that the intervention is still in its initial stages and focuses more on improving students' basic skills. However, the program is not yet fully connected to the local government's work system, so it remains operational on a limited basis. Interviews with the community revealed that education is not yet a top priority in daily life. Community informants reported that many children are dropping out of school, especially at higher levels. This is related to family economic conditions and the demands of supporting their parents' work. Furthermore, access to education is also a significant obstacle.

b. Health

In the health sector, research findings indicate that local government intervention is relatively more visible than in the education sector. This is primarily due to programs specifically aimed at improving public health, such as addressing stunting. Informants from local governments stated that the health sector is a top priority, resulting in various programs focused on improving basic healthcare services. However, from a cross-sectoral collaboration perspective, the role of actors outside the Health Office remains very limited.

Health programs tend to be designed and implemented internally by relevant agencies. Other sectors have not been actively involved, despite their crucial role in supporting public health improvements. This situation results in a sectoral approach. In terms of data, BPS informants stated that health data, including life expectancy, is readily available and shows improvement. However, as in the education sector, this data has not been optimally utilized to support cross-sectoral collaboration.

NGO involvement in the health sector is also still limited. Informants stated that there are no programs specifically linking NGOs with local governments in the health sector. This results in poorly coordinated interventions. Interviews with the community revealed that access to health services remains unequal. Furthermore, public health behaviors are also a factor influencing overall health conditions. In some areas, communities still use traditional methods to address health issues.

c. Decent Standard of Living

In terms of a decent standard of living, research findings indicate that the economic conditions of the people in Tambrauw Regency remain relatively low. This is evident in limited income and a high dependence on natural resources.

Informants from local governments reported that various assistance programs have been provided to the community, such as direct cash assistance and food programs. However, these programs are more short-term in nature and have not been able to create sustainable economic change. In terms of data, informants from the Central Statistics Agency (BPS) reported that data related to the community's economic conditions, including per capita expenditure, is readily available. However, this data has not been optimally utilized to design more targeted programs. NGO involvement in this dimension is beginning to be evident, particularly through WWF, which provides economic assistance at the community level. Informants reported that the programs implemented more directly address community needs, such as strengthening local businesses. However, these interventions are still operating independently and are not yet connected to the overall local government program. The lack of cross-sectoral coordination has resulted in the potential being underutilized.

According to community informants, the economic conditions they face are quite complex. Many people lack a steady income and still rely on natural resources to meet their daily needs. Subsistence lifestyles remain a key characteristic of community life. Furthermore, access to markets and economic infrastructure is a major obstacle. Community products are difficult to market widely, resulting in low economic value.

Collaboration Process

a. Education

Field findings indicate that cross-sector collaboration in education in Tambrauw Regency has not yet been implemented as a planned and sustainable process. Interaction between stakeholders does occur, but it remains limited to formal activities that have not yet resulted in concrete cooperation on the ground.

Coordination is usually carried out through meetings. These meetings generally discuss activity plans or program reports from each agency. Discussions rarely progress to developing joint programs involving multiple sectors. As a result, these meetings don't truly serve as a platform for unifying action. The roles in this activity are also unequal. The education department appears to be the primary driver, while other parties are more likely to follow suit without a clear role. This situation prevents the process from developing into mutually reinforcing collaboration, but rather continues to operate in its own way. The impact is evident in issues that actually require cross-sector involvement, such as access to education. Distance to schools, road conditions, and limited transportation remain obstacles, but there is no visible collaborative effort to address them. These issues are still viewed solely as educational matters.

Education data is readily available, including Expected Years of Schooling and Average Years of Schooling. These data indicate that educational conditions still require attention. However, in practice, this data has not been a primary source of discussion. The available information has not been used to develop joint action across sectors, so its utilization remains limited.

External involvement is beginning to be evident through UNICEF activities. Activities such as monitoring and regular meetings are quite active and help strengthen literacy and numeracy programs. However, the relationship between UNICEF and the education office remains limited. The involvement of other sectors is not yet visible in the process, so its impact has not spread widely. Community involvement in this process is almost invisible. Information about the program is usually received after the activity is underway. There is insufficient space to convey needs or challenges encountered. This means that the program is not always aligned with existing conditions. This situation impacts the sustainability of education. Many children drop out of school because they have to support their families or because access is difficult. This situation indicates that the collaboration process has not addressed the most fundamental issues. Considering these overall conditions, the collaboration process in the education sector is still not running well. Existing activities have not been able to connect various parties in a unified way, so efforts to improve education have not produced optimal results, particularly in terms of access to education and Average Years of Schooling (RLS).

b. Health

Field findings indicate that cross-sector collaboration in the health sector remains very limited and largely occurs within the scope of a single agency. Activities undertaken do not actively involve many parties. Health programs such as stunting management and basic services are indeed ongoing. These activities are quite visible and a major focus. However, implementation is still carried out independently, without routine involvement from other sectors. Relationships with other parties occur only occasionally and are not ongoing. Coordination has not yet become part of daily work patterns. Joint activities are rarely planned. This results in various health issues that should be addressed collaboratively still operating within narrow boundaries. Access to health services remains a recurring issue. Some areas still face difficulties in reaching health facilities due to distances and poor road conditions. This issue is actually related to other sectors, but there is no visible collaborative effort to address it.

Health data, such as life expectancy, is readily available and shows improvement. This information should serve as a basis for determining more appropriate steps. However, this data has not been widely used in collaborative activities. Discussions that have taken place have not yet fully utilized the data. External involvement in the health sector has also been weak. Activities involving NGOs remain very limited, despite the involvement of other parties that could help expand the reach of health programs. Health behavior is also a key factor influencing community conditions. Traditional methods remain a common practice in addressing health issues. This is related to long-standing practices and limited access to formal health services. Efforts to change this behavior have not been seen as a collaborative effort by various parties. Community involvement in this process is also limited. Health programs operate more as services provided, rather than as jointly planned activities. This means that the approach taken does not address all aspects that influence health.Under these conditions, collaboration in the health sector has not been running smoothly. Activities remain isolated, data is not being utilized optimally, and they are unable to comprehensively address issues of access to health services and community behavior. Consequently, improvements in health outcomes, including life expectancy (AHH), are not supported by strong collaboration between various parties.

c. Decent Standard of Living

In the dimension of a decent standard of living, findings indicate that cross-sectoral collaboration is barely established. Activities related to improving the community's economy are still carried out independently without clear links.

Assistance programs such as direct cash assistance and food aid are indeed provided. These programs

provide short-term relief to communities. However, these activities are not yet connected to broader efforts to sustainably increase incomes. There is no visible collaboration linking various sectors to drive economic change. There is no specific forum that brings together parties involved in economic development. As a result, each activity operates independently without a common direction. This leaves the existing potential underutilized. Data on the community's economic conditions is readily available, including expenditure data. This data could serve as a basis for determining more appropriate programs. However, this data has not been used in collaborative processes. Ongoing activities are not yet based on existing information. The role of NGOs is more visible in this dimension, particularly through WWF's economic assistance activities. These programs directly impact community groups and support local business development. The impact of these activities is beginning to be seen, but it remains limited to specific groups. These activities are not yet linked to broader government programs. There is no mechanism to integrate the various efforts that have been undertaken. This has resulted in less than optimal results.

The community's economic situation is still dominated by subsistence practices. Many rely on nature to meet their daily needs. Income is unstable and low. Furthermore, market access is limited, making it difficult to grow. Community involvement in this process is still limited to program acceptance. There is little room for participation in planning or decision-making. This means that the programs implemented do not fully meet existing needs. Under these conditions, the collaborative process to improve living standards has not been effective. Existing activities are not interconnected, not data-driven, and have not been able to increase community incomes broadly or reduce dependence on subsistence practices.

Structure and Governance

a. Education

The findings indicate that in the education sector, there is no specific structure established to regulate cross-sector collaboration. There was no team, permanent forum, or institution that clearly regulates how cooperation between various parties is implemented. Existing activities have been conducted without a binding system.

Education programs continue, but each department operates based on its own specific tasks and authority. There is no shared division of roles designed to achieve common goals. This situation often results in activities that operate independently and lack mutual support. The lack of structure is also evident in the lack of formal regulations that serve as a basis for collaboration. No documents or decisions specifically governing cross-sectoral collaboration in education have been found. As a result, any collaboration that does occur is often a short-lived initiative and lacks sustainability.

The position of parties outside the education office is also unclear. Education data is available, but those providing it have no role in decision-making. This prevents the information from being incorporated into the overall work system. The involvement of external parties, such as UNICEF, is also not within a structured framework. Programs continue to operate, but are not connected to the broader system. There is no clear position governing how external parties are included in the overall education program. Communities also have no space within the existing structure. There is no representation or mechanism that allows them to participate in the decision-making process. This excludes community voices from program planning. This situation indicates that collaborative governance in the education sector has not yet been established. Ongoing activities are not supported by a clear structure, resulting in a lack of direction and difficulty in developing collaborative work. The impact is evident in various educational issues that have not been comprehensively addressed, including access to education and school sustainability, which continue to impact the Average Years of Schooling (RLS).

b. Health

In the health sector, the situation is not significantly different. The existing structure remains sectoral and does not connect various parties within a unified work system. Health programs are running, but remain within the scope of a single agency. There is no permanent team or forum governing cross-sectoral collaboration in the health sector. Activities continue to depend on the initiative of each party. This results in inconsistent coordination. The roles of other parties are also not yet visible within the existing structure. Health data is available, but it is not part of the shared decision-making system. Existing information is not fully utilized in program design.

The involvement of external parties, such as NGOs, in the structure is also not yet visible. There is no mechanism governing how other parties can enter and play a role in health activities. This leaves the potential for collaboration untapped. Communities have no position within the existing structure. Health activities operate more as services provided, rather than as processes that actively involve the community. This means that the approach used is unable to reach all aspects that influence health. Furthermore, the lack of a clear structure also impacts the handling of broader issues. Issues such as access to health services and community behavior cannot be addressed by a single party alone. Without

a system connecting various parties, efforts are limited. Under these conditions, collaborative governance in the health sector is not functioning well. Activities continue to operate independently, disconnected, and unable to form collaborations that support improvements in overall health conditions, including increasing Life Expectancy (AHH).

c. Decent Standard of Living

In the dimension of decent living standards, the structure and governance are at their weakest. There is no institutional framework or system governing cooperation in community economic development. Existing economic programs operate separately. Each party carries out activities according to its respective duties, without any clear relationship to one another. There is no forum for bringing together various parties to design joint programs. Data on community economic conditions is available, but it has not been incorporated into the collaborative work system. There is no mechanism linking data to implemented programs, so planning is not based on existing conditions.

The role of NGOs like WWF is evident through their economic assistance activities. These programs are quite helpful for communities in developing businesses. However, these activities operate independently and are not connected to other programs. There is no system that integrates the various efforts undertaken. Communities also have no position within existing structures. Their involvement is more of a recipient of programs. There is no space for them to participate in planning or decision-making. This results in programs not fully meeting needs. This lack of structure directly impacts the results achieved. Economic improvement efforts are slow due to the lack of targeted collaboration. Existing potential is not being fully utilized. Under these conditions, collaborative governance for improving decent living standards has not been established. The lack of structure, the lack of division of roles, and the lack of collaborative working mechanisms mean that efforts to increase community income and economic access are not running smoothly. This is also evident in the community's still-low expenditure and high dependence on subsistence patterns.

Driving and Inhibiting Factors

a. Education

Findings in the field show that in the field of education there are several things that encourage improvement efforts, but at the same time there are also quite strong obstacles so that the collaboration process does not develop well.

From a driving perspective, education programs already exist and are ongoing. Activities such as providing school facilities, implementing learning, and several programs to improve the quality of education are ongoing. This demonstrates that attention to education is present and part of the work agenda. The existence of these programs is an important starting point because it provides the foundation for broader efforts. Furthermore, the availability of education data is also a factor that can support collaboration. Data related to educational conditions is readily available and quite comprehensive, including information on years of schooling. This data can be used to assess existing conditions and determine more appropriate steps. The availability of this data presents an opportunity to build collaboration that is more grounded in real-world conditions.

External support is also a driving factor. UNICEF's education activities provide additional impetus for improvement efforts. The programs implemented help improve students' basic skills, particularly in literacy and numeracy. This external presence opens up opportunities for expanding collaboration. However, several inhibiting factors are also quite significant. One of the most prominent is the limited number of teachers. Several regions still experience a shortage of teachers, preventing optimal learning. This situation directly impacts the quality of education and contributes to low school sustainability.

Family economic conditions are also a significant obstacle. Many families still face financial constraints, requiring children to help with daily chores. This prevents education from being a top priority. As a result, many children drop out of school, resulting in low average length of schooling (ALS). Furthermore, the lack of strong intersectoral collaboration prevents these obstacles from being addressed collectively. Education issues are still viewed as a single sector's concern, limiting solutions. Limited data utilization also presents a barrier. Even when data is available, its use in planning is still suboptimal. Data has not yet served as the basis for developing joint programs. This results in decisions not fully reflecting the prevailing conditions. Under these circumstances, encouraging efforts are in place, but they are not yet strong enough to overcome the emerging obstacles. Programs are ongoing, but they are not supported by collaboration capable of comprehensively addressing the issues. This slows progress in education and has not significantly increased access to education or length of schooling.

b. Health

In the health sector, findings indicate several factors driving improvements in public health, but also obstacles that hinder collaboration. Ongoing health programs are a key driver. Activities such as stunting management and basic health services have had a significant impact. These programs demonstrate a commitment to public health and serve as a foundation for efforts to improve quality of life.

The availability of health data is also a contributing factor. Data related to health conditions, including life expectancy, is readily available and shows improvements. This data can be used to assess progress and determine next steps. However, significant obstacles remain. One of the most obvious is the limited infrastructure and medical equipment. Not all health facilities can function optimally due to limited facilities and infrastructure. This situation contributes to unequal distribution of health services. The limited availability of health workers is also a significant obstacle. Not all regions have sufficient medical personnel, resulting in unequal access to health services. Some regions still struggle to obtain adequate services. Community behavior is also a factor influencing health conditions. Many habits still don't support a healthy lifestyle. In some cases, people still use traditional methods to address health issues. This hinders efforts to improve health.

The involvement of other parties in supporting health programs is also still limited. Existing programs often operate independently, without support from other sectors. This results in a less comprehensive approach to addressing health issues. Furthermore, available data has not been optimally utilized in collaboration between stakeholders. Existing information has not been used as a basis for designing joint programs. This leaves existing potential underutilized. Under these conditions, health improvement efforts are underway, but they are not supported by strong collaboration. These obstacles prevent optimal results. Improvements in health conditions, including life expectancy (AHH), are not fully supported by an integrated work system.

c. Decent Standard of Living

In the dimension of a decent standard of living, findings indicate that enabling factors are still limited, while existing barriers are significant, preventing collaboration from developing. Assistance programs are one such enabling factor. The assistance provided helps communities meet basic needs. These programs have a direct short-term impact and help maintain the community's economic well-being.

The availability of data on economic conditions is also a contributing factor. Data on community expenditures and economic conditions is readily available. This information can be used to design more appropriate programs. WWF's activities are also a driving factor. Its economic assistance program helps communities develop local businesses. This activity has had a significant impact on the groups involved. However, the existing obstacles are far greater. One of the most obvious is limited market access. Community products are difficult to market widely, resulting in stagnant income growth. Infrastructure conditions also pose a significant obstacle. Limited roads and transportation facilities hinder economic activity, hampering the distribution of production and limiting business opportunities. Furthermore, dependence on natural resources remains very high. Many people still rely on subsistence systems to meet their daily needs. This situation slows down economic change.

Limited collaboration between parties also poses a barrier. Existing programs operate independently without clear links. This results in efforts not being mutually supportive. Available data is also not being utilized effectively in collaboration. Information on economic conditions has not been utilized optimally in designing joint programs. This results in programs being implemented that are not fully targeted. Under these conditions, the driving factors are not strong enough to overcome existing obstacles. Programs are running, but they have not been able to increase community incomes broadly. This condition is evident in low community spending and the continued high dependence on subsistence patterns.

***Outcome*and Accountability**

To obtain a clearer picture of human development progress, continuous analysis is needed from year to year. This is crucial for assessing the Tambrauw Regency government's performance in improving the Human Development Index.

Figure 1. Development of Human Capital Achievements in Tambrauw Regency 2021-2024

Source: BPS Tambrauw Regency, 2025

The Human Development Index (HDI) of Tambrauw Regency during the 2020–2024 period showed a positive trend, with growth rates generally above 0.5 percent, except in 2021, when it was recorded at 0.45 percent. In 2024, Tambrauw

Regency's HDI growth reached 1.36 percent, consistently above the average for Southwest Papua.

a. Education

Research on the education dimension indicates that changes occurring between 2022 and 2024 demonstrate improvements in access to education, but this has not been accompanied by improvements in educational sustainability. This situation suggests that the results achieved do not fully reflect comprehensive improvements. To better understand these developments, the following data is presented on the HLS and RLS indicators.

Figure 2: Expected Years of Schooling (HLS) for Tambrauw Regency in 2022-2024

Source: BPS Tambrauw Regency, 2025

Based on the graph above, it shows that the expected length of schooling in Tambrauw Regency in 2024 reached 12.45 years, meaning that children at a certain age in Tambrauw Regency are expected to achieve 12.45 years of education or complete 2nd grade of high school education. The expected length of schooling in Tambrauw Regency has increased from year to year. This shows that opportunities for children to access education are increasingly open. Systematically, education is starting to be available and accessible to the community. On the other hand, the conditions in the Average Length of Schooling (RLS) show the following conditions.

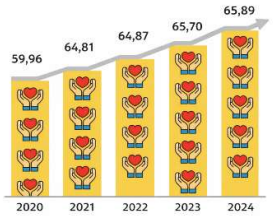

Figure 3. Development of Average Length of Schooling in Tambrauw Regency 2020-2024

Source: author's processing of BPS data, 2026

The graph above shows a consistent upward trend during the 2020–2024 period, indicating an increase, but this increase is not yet significant.

*Outcome*The results in the education dimension show an imbalance between access and sustainability of education.An increase in the HLS reflects success in opening up access to education, but a low RLS indicates that the system is unable to retain students in the educational process. Research findings indicate that this condition is related to economic factors, limited access, and the unequal distribution of teaching staff. Thus, the results achieved in education remain partial. Access has increased, but sustainability remains a major unresolved issue.From an accountability perspective, education data actually shows very clear problems, especially the gap between HLS and RLS.However, research findings indicate that this data has not been optimally utilized in program planning and evaluation. Data is primarily used for administrative reporting, not as a basis for determining more appropriate interventions. This situation suggests that even though data is available and clearly illustrates the problem, the policy response to it has not been strong enough. This has resulted in the achievement of results that have not yet seen significant changes.

b. Health

In the health dimension, research results show more consistent progress compared to other dimensions. Changes occurring between 2020 and 2024 indicate improvements in public health, although not yet fully distributed. This progress can be seen through the Life Expectancy (AHH) indicator, as follows.

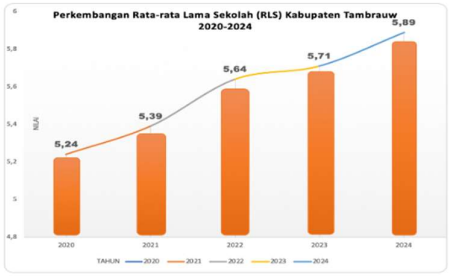

Figure 4 Development of Life Expectancy (UHH) in Tambrauw Regency, 2020 – 2024

Source: BPS Tambrauw Regency, 2025

Life expectancy in Tambrauw Regency has consistently increased from 2020 to 2024, but the annual growth rate in Tambrauw Regency has not exceeded one year in any given year. The annual growth rate is also very slow. However, with increased government efforts to support the provision of healthcare facilities, life expectancy in Tambrauw Regency is expected to increase more

rapidly. This increase reflects improvements in overall public health.

Outcome in the health dimension, the results showed the most development compared to other dimensions.An increase in the life expectancy at birth indicates that people have a greater chance of living longer. This indicates that implemented health programs are beginning to have a real impact. However, research findings indicate that this increase is not evenly distributed. Some areas still experience limited access to health services, both due to geographic factors and limited health workers. Furthermore, public health behavior remains a challenge that impacts outcomes. Therefore, although health indicators show improvement, the results achieved are not yet fully stable and have not reached the entire community equally.In terms of accountability, AHH data actually shows a clear upward trend.However, findings indicate that the use of this data in program evaluation is not yet optimal. Data is not fully utilized to identify lagging areas or determine more specific interventions. This situation suggests that despite progress in outcomes, the accountability system is not yet fully capable of guiding policy based on existing data.

c. Decent Standard of Living

*Outcome*Regarding the achievements in the decent living standard dimension, research results indicate that changes between 2022 and 2024 were still very limited. Improvements did occur, but at a very slow rate and were not yet significant. This development can be seen through the per capita expenditure indicator as follows.

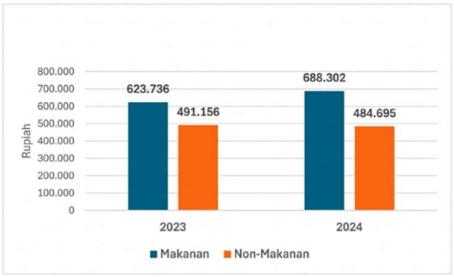

Figure 5 Development of Per Capita Expenditure per Month in Tambrauw Regency in

Source: BPS Tambrauw Regency, 2025

Based on data on average monthly per capita expenditure in Tambrauw Regency for the 2023-2024 period, a significant difference in per capita expenditure between food and non-food consumption is evident. Public expenditure on food increased from Rp623,736 in 2023 to Rp688,302 in 2024, while at the same time, the non-food sector actually showed a slight decline from Rp491,156 to Rp484,695. This phenomenon indicates that a larger portion of Tambrauw residents' income is now being absorbed to meet basic food needs compared to other needs such as education or services. This increasing food expenditure reflects a household economic structure that is still highly dependent on meeting basic needs, making food price stability a key factor in maintaining purchasing power and community welfare in Tambrauw Regency. When discussing the economy, we cannot separate it from the economic growth of a region. As shown in the following figure:

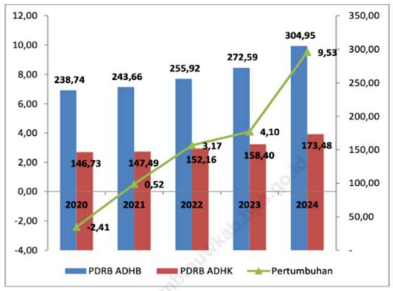

Figure 6 Development and Growth of Tambrauw Regency's GRDP, 2020-2024

Source: BPS Tambrauw Regency, 2025

Tambrauw Regency's economic growth in 2024 reached 9.53 percent, with a GRDP value at constant prices of 173.48 billion rupiah. This growth represents an increase from the previous year's growth of 4.10 percent. In 2024, Tambrauw Regency's economy grew by 9.53 percent. The GRDP value in 2024 was nominally 304.95 billion rupiah, while at constant prices it was 173.48 billion rupiah.

Outcome In terms of the decent standard of living dimension, it shows that improvements in people's welfare are still very limited.The increase in per capita spending did not indicate a significant change in people's purchasing power. Research findings indicate that this condition is related to a subsistence-based economic pattern, limited market access, and minimal economic infrastructure. Furthermore, programs implemented by NGOs like WWF have had an impact on certain groups, but have not been able to drive broad economic change. Therefore, the results achieved in this dimension still indicate a stagnant condition and have not experienced significant transformation.From an accountability perspective, economic data actually shows a very clear condition, namely low spending and slow economic growth.However, findings indicate that this data has not been optimally utilized to design more targeted programs. The programs currently in place are fragmented and not based on in-depth data analysis. This has resulted in underachievement of the results achieved.

Conclusion

The research results show that cross-sector collaboration in improving the Human Development Index (HDI) in Tambrauw Regency has not been running optimally.

In the initial conditions, cross-sector collaboration has not yet been established as a shared need to address human development issues. Programs in the education, health, and decent living standards sectors are still being implemented partially. This condition has impacted the achievement of the Human Development Index (HDI) indicator which is unbalanced, where in education there is an increase in access through Expected Years of Schooling (HLS), but not followed by an increase in Average Years of Schooling (RLS). In health, Life Expectancy (AHH) has begun to increase, but not evenly. While in decent living standards, per capita expenditure remains low and indicates that the economic conditions of the community have not experienced significant changes.

In the collaborative process, interaction between sectors already exists, but it remains limited to formal coordination and has not yet developed into substantive cooperation. In practice, the education, health, and economic sectors still operate independently, so various interrelated issues are not addressed in an integrated manner. This explains why the increase in HLS has not been followed by an increase in RLS, the increase in AHH has not reached all regions, and per capita community spending remains sluggish.

In terms of structure and governance, there are no formal institutions or mechanisms specifically regulating cross-sector collaboration. This lack of structure results in a lack of clear division of roles among actors, resulting in each sector implementing its own programs without strong linkages. The impact is evident in the three HDI indicators: education is not linked to economic interventions, health is not integrated with social factors, and economic programs are not supported by other sectors.

In terms of driving and inhibiting factors, several efforts have been made to improve the HDI, such as education programs, health interventions, and NGO support. However, the prevailing barriers are limited human resources, geographical conditions, low community economic capacity, and suboptimal data utilization. These barriers directly impact the achievement of HDI indicators, particularly the low RLS (Reduced Living Allowance), the uneven increase in AHH (Early Childhood Education), and stagnant per capita expenditure.

In terms of outcomes and accountability, results show an uneven pattern across indicators. Access to education has improved but not sustainability; health has shown significant but uneven improvement; and the standard of living has shown the slowest progress. In terms of accountability, data related to these three indicators is readily available and provides a clear picture of the situation, but has not been optimally utilized in policy planning and evaluation.

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